

DEPARTMENT OF HUMAN SERVICES
OFFICE OF SERVICES REVIEW

FISCAL YEAR 2009

A SYSTEM REVIEW
OF THE
DIVISION OF CHILD AND FAMILY SERVICES

PUBLISHED AUGUST 2009

EXECUTIVE SUMMARY

The Office of Services Review (OSR) conducted the Qualitative Case Review (QCR) and the Case Process Review (CPR) as required by the David C. v. Huntsman “Agreement to Terminate the Lawsuit,” otherwise known as the Exit Agreement.

The Exit Agreement provided an arrangement for dismissal of the lawsuit. As part of this agreement, the state agreed to “continue operating in accordance with the Milestone Conditions until at least December 31, 2010.” Judge Tena Cambell, approved the Exit Stipulation and required continued measurement of the Division of Child and Family Services practices.

The Office of Services Review accomplished measurement of the Division’s performance and practices by evaluating *outcomes* of practice (QCR), as well as *compliance* to DCFS guidelines, state statute, and federal law (CPR). The QCR review provided qualitative assessment of DCFS services. The CPR review resulted in quantitative data of the Division’s compliance with state and federal statutes.

Positive outcomes and improved services for individual families have long been the priority of child welfare professionals in Utah, and the QCR

and CPR of FY2009 indicate a continued effort to this end.

As shown in tables below, the QCR scored well this year with an overall child status score of 91%. The overall System Performance score was an all-time high of 93%. The CPR showed continued efforts in Home Based cases and Foster Care cases. Both have been at or above goal for the past four years.

These efforts were not without challenges. An overall decrease of pertinent documentation in some programs became evident. Although the decreases appeared on the surface to be minor, FY2009 marks the second year that CPS cases and Unable to Locate cases have fallen in their scores. FY2009 also exposed a marked decline in documentation of providing relevant information to shelter providers.

DCFS changes toward placing children with family members or directly into potential foster homes (referred to as ‘preliminary placements’) instead of shelter facilities may attribute to the marked decline. This does not diminish the need for the caretaker to receive necessary information however, nor for the documentation of such an exchange as reviewed in the CPR.

Case Process Review

- Home Based services met goal for the fourth consecutive year
- Overall Foster Care Scores were at 92% for the third consecutive year
- Overall CPS cases scored lower this year

Qualitative Case Review

- Overall Child Status scored 91%
- Overall System Performance scored an all-time high of 93%.
- Overall scores exceeded the standard on all core indicators

Submitted to:
Utah State Legislature
Child Welfare Legislative Oversight Committee
Legislative Auditor General

**A System Review of the
Division of Child and Family Services**

Submitted by: State of Utah
Department of Human Services
Lisa-Michele Church, Executive Director

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I. INTRODUCTION

The court matter of David C. v. Huntsman terminated in June 2007 and ended formal oversight of Utah's Division of Child and Family Services (DCFS) by a court appointed monitor. At that time, the State of Utah agreed to maintain the established method of measuring DCFS performance through December 2010.

The State of Utah utilizes two distinct reviews to achieve measurement of performance by DCFS a) The Qualitative Case Review (QCR) and b) The Case Process Review (CPR). Areas examined for these reviews include effectiveness of DCFS practices and compliance with State and Federal statute.

Trained QCR reviewers received information via review of the case record and interviews of vested parties of the case. Interviews included parents or stepparents, the legal guardian, the child, school personnel, therapeutic supports,

attorneys, placement providers, or other persons associated with helping the family to stabilize.

CPR reviewers searched DCFS' electronic management system (SAFE) for evidence of compliance to policy and statutory requirements. The reviewers also traveled to field offices throughout the state. This 'field visit' provided caseworkers an opportunity to provide evidence not located within the SAFE system.

While the QCR is outcome oriented, the CPR is compliance oriented. For example, the QCR sought feedback from those involved with DCFS about whether the child's health care needs were met (outcome). The CPR determines whether an initial or annual health exam was completed within specific timeframes (compliance). The following report provides data gleaned from the QCR and CPR of FY2009.

II. QUALITATIVE CASE REVIEW

Purpose of the Review

The Qualitative Case Review (QCR) is a method of evaluation used by the Office of Services Review (OSR) to assess the status of children and families served by the Division of Child and Family Services (DCFS) and the performance of the Child Welfare system. The QCR was part of the Milestone Plan developed to improve services to clients. FY2009 represents the tenth consecutive round of QCR reviews.

On June 28, 2007, Judge Tena Campbell of the Federal Court approved an agreement to terminate the David C. lawsuit and dismiss it without prejudice. This changed the focus of the qualitative case reviews. The primary focus was now on the region's advance or decline; with a secondary focus on the region's status of above or below standards of 70% and 85%. Indicators that showed a "marked decline," which is defined as a decline of 8.34% or more from standards set forth in the Milestone Plan, required DCFS to create an action plan outlining how they will improve practice and scores on this indicator.

Methodology

All regions underwent a Qualitative Case Review. Reviews began in September 2008 and concluded in May 2009. Twenty-four cases were selected in most regions. Two separate reviews, consisting of 36 cases each, were conducted in the Salt Lake Valley Region. Cases were located in offices across each region.

Four cases were either partially scored or not scored at all: 1) Case was not scored because the child was sent out of state to reside with kin. 2) Case was not scored because the parents and child were in detention in another state during

the review. 3) Case was not scored because the kinship placement, who had guardianship of the child, moved out of state shortly before the QCR week. The family was interviewed via telephone but no face-to-face interview was possible. 4) Case was scored on the safety indicator only, due to the child being AWOL at time of the review. Such cases automatically receive unacceptable scores on safety, which necessarily leads to an unacceptable score on overall Child Status. Child Status indicators (other than safety) and System Performance indicators are not scored when a child is AWOL.

Finally, one case was dropped from the sample due to the parents' unwillingness to sign a consent form. Time restrictions prevented OSR from replacing the case in the sample.

The total number of cases scored on Safety and Overall Child Status was 164, and the total number on Child Status indicators, System Performance indicators, and overall System Performance was 163; rather than the customary 168 cases. This was due to the five cases that were partially scored or not scored at all.

The selection of cases for review was based on a sampling matrix, which ensured a representative group of children would be selected. The samples included children in out-of-home care and families receiving home-based services such as voluntary counseling services, protective supervision services, or intensive family preservation. OSR identified which cases would be reviewed in each region.

The information used for evaluation was obtained through in-depth interviews with the child (if old enough to participate), parents or other guardians, foster parents (if the target child was placed in foster care), caseworker, teacher, therapist, service providers and others having a significant role in the child's life. The

child's file, including prior CPS investigations and other available records, was also reviewed.

An important element of a QCR is participation of professionals outside of the DCFS system to act as reviewers. These professionals may work in related fields such as mental health, juvenile justice services, education, etc. All reviews included professionals from DCFS, OSR, local agencies, and providers within the community. In addition, the following organizations from outside the state of Utah participated as reviewers in the QCR:

- ❖ National Center for Youth Law
- ❖ Columbia Law School
- ❖ Children's Hospital in Philadelphia
- ❖ Philadelphia Division of Child and Family Services
- ❖ Philadelphia Department of Human Services
- ❖ Virginia Division of Child and Family Services,
- ❖ Los Angeles County Mental Health and Child Welfare Program

The QCR instrument used by reviewers, referred to as the QCR Protocol, was divided into two parts, or domains. The first domain appraised the child and family's status. Indicators within this domain were:

- ❖ Safety
- ❖ Stability
- ❖ Appropriateness of Placement
- ❖ Prospects for Permanence
- ❖ Health/Physical Well-being
- ❖ Emotional/Behavioral Well-being
- ❖ Learning Progress/Development
- ❖ Caregiver Functioning
- ❖ Family Functioning and Resourcefulness
- ❖ Satisfaction

The purpose of the second domain was to evaluate performance of the Child Welfare System. It followed the principles of the DCFS Practice Model. The indicators in this domain were:

- ❖ Child and Family Participation
- ❖ Child and Family Team and Coordination
- ❖ Child and Family Assessment
- ❖ Long-term View
- ❖ Child and Family Planning Process
- ❖ Plan Implementation
- ❖ Formal and Informal Supports/Services
- ❖ Successful Transitions

- ❖ Effective Results
- ❖ Tracking and Adaptation
- ❖ Caregiver Support

Each indicator was scored on a scale of one to six, with one representing a completely unacceptable outcome and six representing an optimal outcome. A weighted method was used to calculate overall Child Status scores and overall System Performance scores. A narrative written by the review team provided background information of the child and family's circumstances, evaluated the child's status, and described the strengths and weaknesses of the system. The reviewers made specific suggestions for improvements if needed.

Data Reliability

OSR independently reviews case transfers and case code changes that occur between the first and second QCR for Salt Lake Valley region. This allows OSR to monitor whether there has been unusual case transfer activity and review those cases to make sure they are accounted for in the case selection process.

Several controls were in place to assure data accuracy. Cases were reviewed by two individuals to minimize personal bias. DCFS reviewers did not review cases from the region where they were employed. Office of Services Review assessed each case story for completeness and consistency.

Finally, a case story narrative for each case was submitted to the caseworker and region administration to review for accuracy. In addition, the caseworker, supervisor, and/or region administration had the opportunity to provide clarification to reviewers during the entrance interview, the exit interview, and during the debriefing of the case. The regions also had the option to appeal scores on individual cases.

Statewide Overall Scores

The data for the Qualitative Case Review (QCR) was examined from multiple perspectives. A broad perspective examined the Overall Score for the two domains: Child and

Family Status and System Performance. Figure II-A illustrates the statewide performance of DCFS, gives historical background, and charts trends in overall performance. As the graph

illustrates, the child welfare system exceeded the 85% standard for the past three years in both domains.

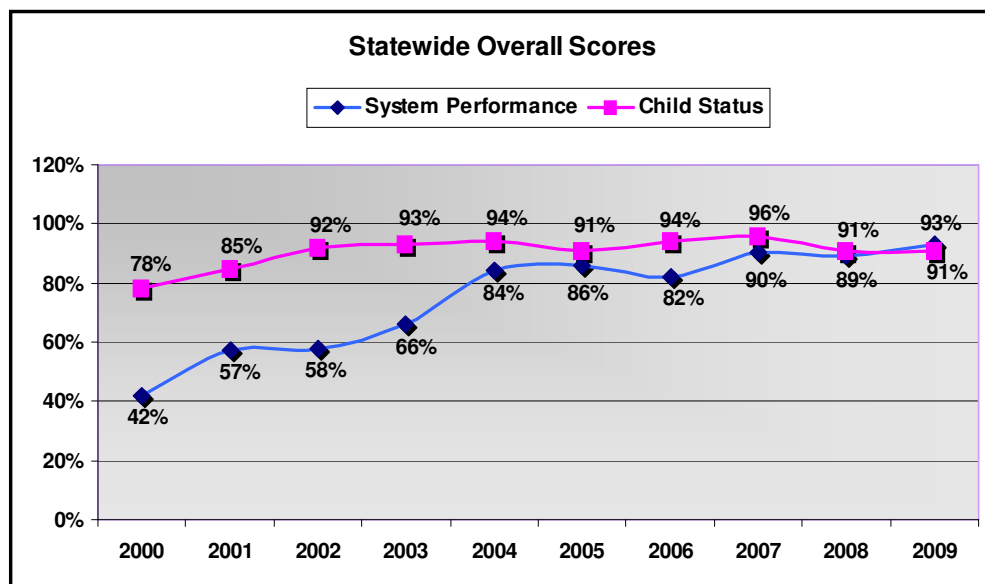


Figure II-A

Review Results

Child and Family Status

Established standards required at least 85% of all cases reviewed attain an “acceptable” overall score on Child and Family Status. Scores on individual status indicators were important in identifying strengths and needs in specific areas. The overall scores for the past five years are shown in Figure II-B and again in Figure II-C on the following page.

Overall Child Status for DCFS showed 91% of cases were acceptable. The Division maintained this score for the past two years. Most Child Status indicators scored very well.

Indicators with a statewide average of 85% or better included: Safety (92%), Appropriateness of Placement (96%), Health/Physical Well-being (99%), Emotional/Behavioral Well-being (91%), Learning Progress (85%), Caregiver Functioning (99%), and Satisfaction (93%).

State Child Status	acceptable cases	improvement needed	Standard = 85% on overall score	FY05	FY06	FY07	FY08	FY2009
Safety	151	13	92%	92%	95%	96%	93%	92%
Stability	122	41	75%	73%	71%	74%	67%	75%
Appropriateness of Placement	156	7	96%	96%	95%	97%	93%	96%
Prospect for Permanence	122	41	75%	66%	64%	72%	62%	75%
Health/Physical Well-being	162	1	99%	97%	99%	99%	100%	99%
Emotional/Behavioral Well-being	148	14	91%	86%	89%	91%	85%	91%
Learning Progress	139	24	85%	87%	89%	91%	86%	85%
Caregiver Functioning	106	1	99%	98%	98%	97%	100%	99%
Family Resourcefulness	72	25	74%	74%	62%	74%	68%	74%
Satisfaction	151	11	93%	89%	90%	91%	92%	93%
Overall Score	149	15	91%	91%	94%	96%	91%	91%

Figure II-B

Achieving high scores on status indicators of Stability, Prospects for Permanence, and Family Resourcefulness has been challenging to DCFS; however, each of these indicators

increased in FY2009. Stability increased from 67% to 75%, Prospects for Permanence increased from 62% to 75%, and Family Resourcefulness increased from 68% to 74%.

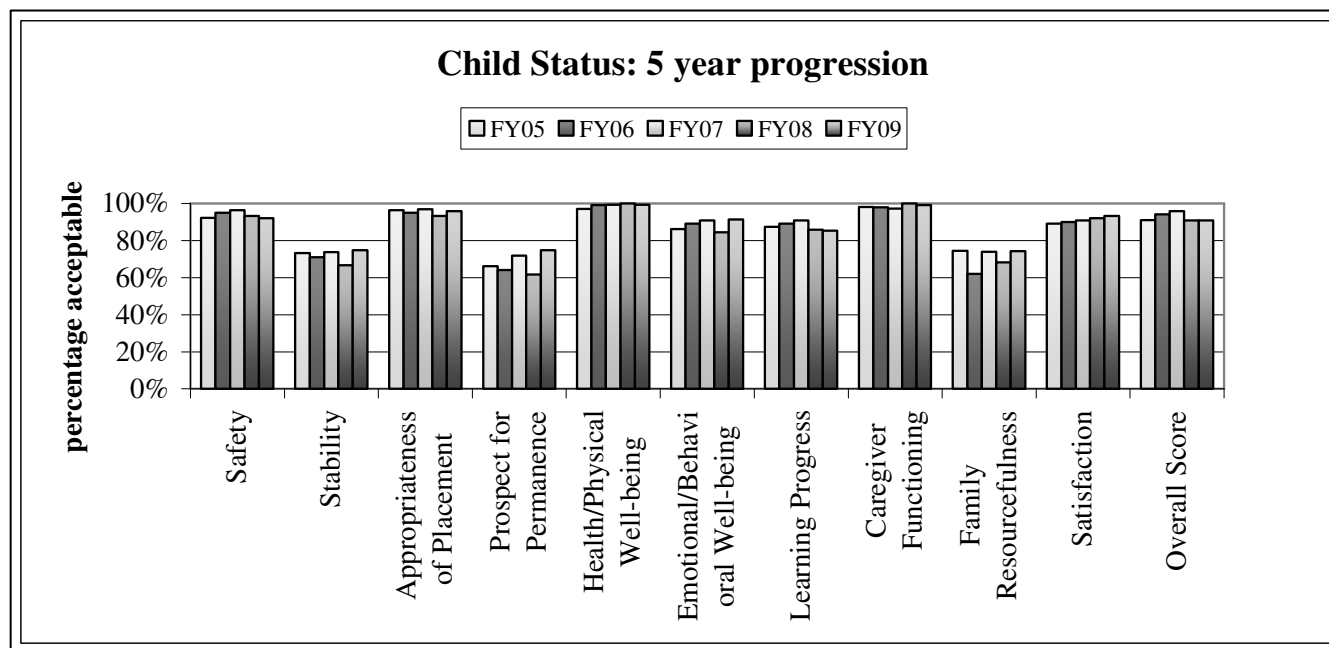


Figure II-C

Child Status by Region

The Division average met or exceeded the 85% standard for the ninth consecutive year for Child Status. FY2009 represents the eighth consecutive year the overall score was above 90%.

Two regions (Northern and Western) dropped below the standard for overall Child Status. Each of these regions had four cases with

scores of 'Unacceptable' on Safety, which had direct impact on the Overall Child Status score. Figure II-D shows the Overall Child Status results by region. Two regions (Northern and Western) dropped below the standard for overall Child Status.

The drop in scores resulted from four cases rated unacceptable on safety within each respective region.

Child Status	Baseline FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	78%	83%	96%	96%	100%	92%	100%	96%	96%	100%
Northern Region	89%	75%	96%	100%	100%	96%	96%	100%	96%	83%
Salt Lake Region	86%	90%	88%	89%	90%	88%	92%	96%	89%	91%
Southwest Region	90%	83%	88%	96%	96%	100%	96%	91%	92%	96%
Western Region	50%	83%	100%	92%	92%	88%	92%	96%	87%	83%
Overall Score	78%	85%	92%	93%	94%	91%	94%	96%	91%	91%

Figure II-D

System Performance

The standard for overall System Performance is 85%. The standard for Core System Performance Indicators is 70%. The shading in Figure II-E highlights the core domains and the overall System Performance scores.

Overall scores have been above standard four of the past five years. The overall score for FY2009 System Performance was 93%. This represents the highest score achieved. Figure II-F illustrates System Performance results for the last five years.

State System Performance	acceptable cases	improvement needed	Standard = 70% on Shaded indicators Standard = 85% on overall score	FY05	FY06	FY07	FY08	FY09
Child & Family Team/Coordination	127	36	78%	81%	77%	83%	76%	78%
Child and Family Assessment	125	38	77%	63%	62%	74%	67%	77%
Long-term View	127	36	78%	65%	63%	73%	69%	78%
Child & Family Planning Process	127	36	78%	76%	75%	88%	78%	78%
Plan Implementation	157	6	96%	89%	86%	91%	89%	96%
Tracking & Adaptation	145	18	89%	84%	81%	84%	87%	89%
Child & Family Participation	150	13	92%	85%	81%	93%	89%	92%
Formal/Informal Supports	155	8	95%	93%	89%	94%	91%	95%
Successful Transitions	122	28	81%	75%	78%	79%	78%	81%
Effective Results	144	19	88%	88%	95%	90%	83%	88%
Caregiver Support	105	4	96%	95%	82%	97%	98%	96%
Overall Score	152	11	93%	86%	82%	90%	89%	93%

Figure II-E

System Performance by Region

Figure II-G on the following page, shows FY2009 Overall System Performance scores by region. All five regions exceeded the standard

by scoring better than 85%. This resulted in an all-time high of 93% for the Division's Overall System Performance.

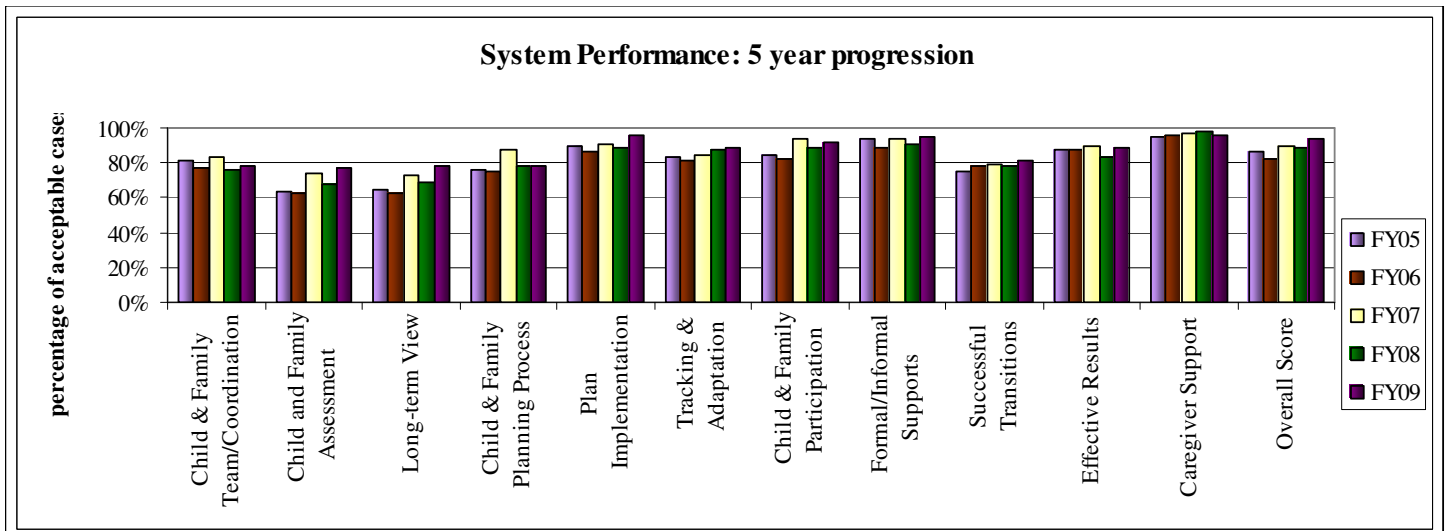


Figure II-F

System Performance	Baseline FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	33%	75%	67%	71%	83%	92%	88%	83%	78%	96%
Northern Region	22%	50%	58%	58%	79%	83%	88%	96%	91%	96%
Salt Lake Region	48%	53%	49%	59%	86%	83%	76%	93%	88%	93%
Southwest Region	53%	71%	79%	88%	92%	100%	92%	83%	88%	96%
Western Region	32%	43%	54%	71%	79%	77%	79%	88%	100%	88%
Overall Score	42%	57%	58%	66%	84%	86%	82%	90%	89%	93%

Figure II-G

Core Indicators

The regions continued to implement the Practice Model, as shown by measurement of the core system indicators. Every region scored above the 70% standard on four of the six core indicators (Child and Family Assessment, Child and Family Planning Process, Plan Implementation, and Tracking and Adaptation). More information about each core indicator follows.

Child/Family Team and Coordination

Four of the five regions exceeded the 70% standard. Four regions experienced increases in their scores with Eastern Region having the largest increase from (65% to 79%). Southwest Region also experienced a double-digit increase in their score. Western Region struggled with the teaming indicator and experienced a 24-point decrease to 67%, which is below standard. The overall score increased from 76% last year to 78% in FY2009. This was the sixth consecutive year the overall score was above the 70% standard.

Child and Family Teaming and Coordination	Baseline FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	22%	50%	67%	75%	75%	79%	75%	74%	65%	79%
Northern Region	44%	29%	42%	42%	67%	75%	71%	83%	83%	88%
Salt Lake Region	37%	29%	35%	54%	78%	80%	75%	87%	71%	73%
Southwest Region	53%	71%	67%	92%	96%	100%	92%	83%	79%	92%
Western Region	36%	30%	38%	54%	83%	73%	75%	79%	91%	67%
Overall Score	39%	39%	45%	61%	79%	81%	77%	83%	76%	78%

Figure II- H

Child and Family Assessment:

Historically, Child and Family Assessment has been a challenging core indicator. Four of the regions elevated their scores in FY2009. Two regions (Eastern and Salt Lake) experienced double-digit increases with Eastern Region

having the largest increase (18 points). This is the first year all five regions scored above the 70% standard on Child and Family Assessment. The overall score increased to the highest percentage yet (77%).

Child and Family Assessment	Baseline FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	11%	67%	54%	58%	38%	63%	50%	65%	57%	75%
Northern Region	11%	42%	54%	42%	54%	67%	54%	79%	70%	79%
Salt Lake Region	27%	37%	33%	54%	71%	52%	69%	79%	67%	78%
Southwest Region	37%	54%	42%	63%	83%	88%	71%	61%	75%	75%
Western Region	27%	30%	46%	42%	63%	68%	54%	75%	70%	75%
Overall Score	27%	44%	42%	52%	64%	63%	62%	74%	67%	77%

Figure II-I

Long-Term View

Long-Term View has also been a challenge in previous years. This year, three of the five regions elevated their scores and four exceeded the 70% standard. Three of the regions (Eastern, Salt Lake, and Southwest) experienced double-digit increases in their scores.

The Western Region continued to struggle with Long-Term View, which resulted in a marked decline in performance; however, the statewide Long-Term View score was elevated to the highest recorded score at 78%.

Long-Term View	Baseline FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	0%	50%	25%	50%	50%	63%	54%	65%	65%	88%
Northern Region	0%	29%	42%	25%	58%	71%	75%	92%	83%	83%
Salt Lake Region	33%	37%	32%	41%	70%	54%	56%	73%	64%	78%
Southwest Region	26%	38%	38%	54%	88%	92%	83%	65%	75%	88%
Western Region	9%	26%	26%	50%	50%	68%	54%	71%	65%	54%
Overall Score	21%	36%	32%	43%	65%	65%	63%	73%	69%	78%

Figure II-J

Child and Family Planning Process

For the third year in a row, each region was above the 70% standard on Child and Family Planning Process. Three regions experienced

slight increases in FY2009. Two regions had decreased scores but remained in the 80th percentile. The Division's overall score maintained 78% for the second year in a row.

Child & Family Planning	Baseline FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	0%	63%	67%	58%	71%	71%	83%	83%	87%	83%
Northern Region	11%	46%	46%	46%	63%	79%	83%	88%	87%	88%
Salt Lake Region	48%	31%	49%	60%	75%	72%	68%	93%	71%	72%
Southwest Region	32%	58%	54%	79%	83%	96%	92%	83%	88%	83%
Western Region	27%	35%	54%	67%	63%	68%	67%	83%	74%	75%
Overall Score	33%	42%	52%	62%	72%	76%	75%	88%	78%	78%

Figure II-K

Plan Implementation

Historically, the regions have done well on Plan Implementation. For the seventh consecutive year, every region was above standard for Plan Implementation. This year, three regions were in the 90th percentile and

two regions, Eastern and Southwest, scored an impressive 100%. The overall score rose to its highest point yet (96%). Plan Implementation was the highest scoring core system indicator.

Plan Implementation	Baseline	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
	FY00									
Eastern Region	44%	71%	75%	79%	79%	92%	92%	100%	96%	100%
Northern Region	56%	67%	67%	71%	71%	83%	88%	96%	87%	92%
Salt Lake Region	70%	68%	57%	71%	87%	86%	79%	89%	88%	97%
Southwest Region	53%	75%	83%	92%	96%	100%	88%	83%	79%	100%
Western Region	46%	61%	71%	83%	79%	91%	92%	92%	96%	92%
Overall Score	54%	68%	67%	77%	84%	89%	86%	91%	89%	96%

Figure II-L

Tracking and Adaptation

As seen in Figure II-M, all regions were above standard for the sixth consecutive year on Tracking and Adaptation.

The overall Tracking and Adaptation score increased each of the last three years. The overall score is the highest ever at 89%.

Tracking and Adaptation	Baseline	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
	FY00									
Eastern Region	56%	75%	79%	83%	71%	88%	88%	78%	78%	88%
Northern Region	56%	54%	58%	67%	71%	88%	83%	96%	78%	88%
Salt Lake Region	69%	54%	57%	57%	83%	76%	75%	87%	88%	91%
Southwest Region	47%	75%	79%	96%	96%	100%	92%	74%	88%	88%
Western Region	36%	44%	50%	63%	83%	77%	79%	79%	100%	88%
Overall Score	55%	59%	63%	69%	81%	84%	81%	84%	87%	89%

Figure II-M

Summary of Progress by Region

Eastern Region

The Eastern Region experienced excellent outcomes in performance on the Qualitative Case Review for FY2009. The Region scored 100% on Overall Child Status. The Region had a significant increase in the Overall System Performance indicator, which was elevated from below standard (78%) in FY2008 to well above standard in FY2009 (96%). Nine of 10 system indicators experienced an increase over last

year's scores. All Core System Indicators, Overall Child Status, and Overall System Performance, exceeded the standard.

Northern Region

The Northern Region had positive outcomes in their performance on the Qualitative Case Review for FY2009. The region elevated their Overall System Performance rating to 96%. The region did an impressive job of maintaining the six core system indicators well above the 70% standard. The region's Overall Child Status score

decreased from 96% in FY2008 to 83% in FY2009. Four cases rated 'Unacceptable' on Safety, which caused the score to fall below standard.

Salt Lake Region

The Salt Lake Region elevated Overall Child Status scores and the Overall System Performance scores. Of 21 indicators, scores increased in 17 and maintained at 100% in two. Child Status and System Performance scored above the 85% standard and all Core Indicators exceeded the 70% standard.

Southwest Region

The Southwest Region had excellent outcomes in their performance on the Qualitative Case Review for FY2009. Overall Child Status rating and the Overall System Performance increased scores from 88% to 96%. Overall Child Status increased four percentage points with only one case rated as unacceptable. Overall System Performance increased eight percentage points with one case rated as unacceptable. Of 21 indicators scored, the region increased in 11 and maintained 100% in three indicators. Southwest Region exceeded standards in Child Status and

System Performance, and all Core System Indicators exceeded 70%.

Western Region

The Western region sustained the Overall System Performance rating above the 85% standard with an overall System Performance score of 88%. Four of the six Core System Indicators scored above the 70% standard.

Child & Family Team/Coordination and Long-Term View were problematic for the Western region. Child and Family Team/Coordination experienced a drop of 24-percentage points, resulting in a score of 67%, which is now below standard. Long-Term View experienced an 11-percentage point drop to 54% that resulted in a marked decline in performance. The region developed an action plan as required by the Exit Agreement of 2007. Of 24 cases reviewed, four cases had unacceptable ratings on Safety, which resulted in a score of 83%. Because Safety is the "trump" indicator, the Safety score directly affected the overall Child and Family Status score. The overall Status score decreased from 87% to 83% for FY2009. The overall Child and Family Status rating was below the standard of 85%.

III. CASE PROCESS REVIEW

Difference Between Reviews

Utah Code, Section 62-4a-117, 118 requires the Director of Human Services to report on an annual basis statistical information regarding the Division of Child and Family Services' (DCFS) compliance to state policies and statutes. While the QCR was designed to provide data regarding quality of service, the CPR was designed to provide quantitative data associated with the completion of required tasks.

The CPR provided a snapshot of how well the Division completed and recorded required functions of case management, while the QCR provided a picture of how those functions or processes led to positive outcomes for children and families.

Methodology

A statistically significant number of cases in each focus area were selected via an established mathematical method. The Exit Agreement required continued performance goals of 90% for CPS cases and 85% for all other program areas during FY2009. The sample size for each program area is shown in Figure III-A.

Program areas evaluated in an annual Case Process Review include the following:

Child Protection: In addition to General CPS cases, this program area included cohorts of priority one referrals, medical neglect referrals, shelter cases, unable to locate referrals, and unaccepted referrals.

Home-Based/In-Home Services: This program area included family preservation services, voluntary services, and court ordered protective supervision services.

Foster Care Services: This program area included families with children in out-of-home care due to abuse, neglect, or dependency.

OSR reviewed 100% of the universe for CPS cohort areas of Medical Neglect, Unable to Locate, and Shelter cases. However, FY2009 had zero Priority One cases meet review criteria.

CPS and Family Preservation cases were reviewed for the life of the case, Home-Based cases were reviewed for a period of three months, and Foster Care cases were reviewed for a period of six months.

CPR 2009 REPORT SAMPLE SIZES	
PROGRAM AREA	CASE FILES REVIEWED
CPS- General	134
(CPS) Shelter	161
(CPS) Medical Neglect	16
(CPS) Additional A2 and B4	46
(CPR) Priority One	0
(CPR) Unable to Locate	86
CPS-Unaccepted	132
Home Base/In Home	116
Foster Care	134

Figure III-A

Adjustments

FY2009 was the first year OSR reviewed documentation solely from the electronic management system known as SAFE, rather than an on-site review. Following the review of cases on SAFE, OSR reviewers attended 'on-site interviews' in offices of each region. This allowed workers to provide further evidence that was not readily available to reviewers from SAFE. CPR reviewers also provided one-on-one training as each worker exited their case/cases.

FY2009 State Case Process Review Results							
		CPS	Unable to Locate	Unaccepted Referrals	Home-Based Services	Foster Care Services	Total
FY 2009	Sample	1283	255	396	618	3707	6259
	Yes answers	1135	211	393	518	3365	5622
	Partial Score	9.00			21.00	33.00	63.00
	Performance Rate	89%	83%	99%	87%	92%	91%
FY 2008	Sample	1252	224	396	670	3670	6212
	Yes answers	1160	201	394	534	3354	5643
	Partial Score	8.25			33.75	12.75	54.75
	Performance Rate	93%	90%	99%	85%	92%	92%
FY 2007	Sample	1186	216	393	716	4014	6525
	Yes answers	1113	206	392	607	3629	5947
	Partial Score	3.75			30.09	53.17	87.01
	Performance Rate	94%	95%	100%	89%	92%	92%
FY 2006	Sample	1163	218	420	813	3865	6479
	Yes answers	1067	191	416	657	3330	5661
	Partial Score	9.75			44.33	71.34	125.42
	Performance Rate	93%	88%	99%	86%	88%	89%
FY 2005	Sample	1358	207	423	876	4241	7105
	Yes answers	1110	161	405	639	3402	5717
	Performance Rate	82%	78%	96%	73%	80%	80%

Figure III-B

Statewide Results

Statewide results showed caseworkers appropriately documented completion of tasks in 91% of cases reviewed. Scores on General CPS cases fell from 93% to 89% and the Unable to Locate cases fell from 90% to 83%. Home-based services saw a slight increase of 2% stretching above the goal of 85%. Foster Care services have hit a plateau at 92% for the past three years. A five-year progression of statewide results is displayed in Figure III-B and Figure III-C (see page 18).

CPS

CPS cases dropped to 89% in FY2009 compared to 93% in FY2008. Of 1283 measures scored in CPS, 1135 received scores that verified policy requirements were met. Question CPS.B1 (conducting an interview with the child outside the presence of the alleged perpetrator) increased from 92% to 97% in FY2008 and remains high at 96% for

FY2009; indicating workers continued to follow best practice skills.

Question CPS.E2, regarding visitation to the child inside the shelter facility by midnight of the second day following the removal from their home, also dropped back below the desired goal, from 87% to 76%, the lowest score on this question since 2005.

After achievement of 100% during FY2008, Question CPS.E3, regarding weekly visitation with the child while in shelter care, experienced a decrease of 25 percentage points; moving from 100% in FY2008 to 75% in FY2009. The five-year history of this question is inconsistent, without successful adaptation by DCFS, indicating a continued need to monitor this measurement.

Visiting the home at times other than normal working hours and checking with local schools

for new information exceeded the goal of 85%. Checking with law enforcement, public assistance records, and the referent for new information regarding a family's location dropped below the expected goal. Unaccepted cases met or exceeded the goal for FY2009.

Home-Based/In-Home Services

At the time the CPR was created, services to families who did not have children removed from their custody were referred to as 'Home-Based Services'. DCFS now refers to these cases as In-Home Services. The terms Home-Based or In-Home Services are interchangeable at this time.

Home-Based cases met the overall goal of 85% for the fourth consecutive year. Question HB.2, regarding completion of the initial child and family plan within 45 days, experienced improvement in FY2009, moving from a total score of 78% in FY2008 to a total score of 85% in FY2009, an increase of seven percentage points. Although more than 25% of the score for HB.2 came from partial credit scores, FY2009 marks the first year DCFS has met the goal for this question. DCFS made a concerted effort to improve documentation on this question and these efforts seem to have had impact.

Question HB.4 focused on involvement of specific parties during planning of the child and family service plan. Involving the natural parent in creating the Child and Family Plan increased from 75% to 86% in FY2009.

Involvement of the stepparent also increased during FY2009; up by five percentage points. Involvement of the child (if age 12 or over) saw a dip from 88% in FY2008 to 79% in FY2009. Caseworkers reported to reviewers that parents were often reluctant to allow their children to be aware of the plan and what the family would be involved in by working with DCFS.

Home visits to clients receiving in-home services continued to meet or exceed the expected scores. The three month, overall score for accurate

documentation was 90%, showing continued effort to maintain quality contact with DCFS clients.

Foster Care

Foster Care services had an overall score of 92% for the third consecutive year. Workers assigned to a foster care case are required to visit with the child on a monthly basis. At least one of the visits must be inside the residence the child lived in for the majority of the month. The worker must also have at least one conversation with the child outside the presence of the caretaker. In addition to these requirements, the worker must also have a face-to-face conversation with the caretaker regarding the wellbeing of the child. Overall Scores for all questions regarding visitation exceeded the goal of 85%, indicating caseworkers continued to monitor the wellbeing of each child receiving services.

Children receiving foster care services are to have an initial medical exam within 30 days of removal from their home. An annual health assessment is required thereafter. Initial health exams for children in foster care remained above the goal for the fifth consecutive year.

Follow-up medical visits are required in accordance to the directions given by the health care provider. If no time-period is required, the follow-up appointment will be completed within 90 days of the agency becoming aware of the need. Referrals for medical care fell three percentage points to 63% during FY2009. Medical referrals have consistently scored below 70% with the exception of FY2007.

Mental health assessments are also required when a child enters foster care. Within 60 days of entering custody or removal from a child's home, an initial assessment is completed. An annual assessment is required thereafter. Children under the age of five are assessed via the Ages and Stages developmental assessment and the Ages and Stages Social and Emotional screening.

Mental health had a minor decline in timeliness of assessments but remained above the 85% goal. As occurs in medical assessments, any referrals from the mental health assessment should be completed as identified by the mental health care provider. If no time period is identified, the referral should be “initiated” within 30 days of receiving the assessment. Documentation of timely follow-up appointments increased by four percentage points to 94%.

Dental services are required for those children over the age of three years. Although most children follow a six-month return schedule, the assessment is required on an annual basis. A dental assessment is required within 60 days of removal or court ordered custody. Evidence of timely dental assessments was found in 89% of the cases reviewed. This is a decrease of four percentage points from FY2008.

Referrals from dental assessments need to be completed within 90 days of the agency receiving notification of the need. Dental referrals also experienced a decline in FY2009, moving from 92% to 86%.

As in the Home-Base/In-Home Services, Foster Care scored above the goal for the first time on the question regarding completion of the initial Child and Family Plan within 45 days. Extra effort within the child welfare system proved effective. Out of 38 applicable foster care cases, 27 cases received full credit. Service planning and visitation plans for parents and/or siblings appeared to provide a challenge for many caseworkers.

After dropping more than 20 percentage points between FY2007 and FY2008, educational resources appeared to be more frequently

acknowledged and better documented in FY2009. This resulted in an increase of 10 percentage points and a score of 82%. The sample size on this question is varied from year to year and causes wide variations in score.

FY2009 marked the second year in which FC.IVA5 was suspended. Replacing this question is a test question regarding the Ansell Casey Life Skills Assessment (ACLSA).

Current DCFS policy, in addition to federal statutes state that an individualized Transition to Adult Living plan will be in place for all adolescents age 14 and over. The Ansell Casey is an assessment, which is meant to be used on an annual basis to determine an adolescent’s readiness for living independently of DCFS.

DCFS established an action item in the SAFE programming, which notifies the caseworker of the need to complete the assessment. Based on the beginning date of November 2007, all required assessments would be completed during the CPR review period, or become due during the review period.

The results show an increase of 23 percentage points (46% to 69%) from last year. Workers have made a concerted effort to see the assessment is completed and the results incorporated into the Child and Family Plan, particularly the TAL portion of the plan.

Service plan and visitation plans for parents and/or siblings appeared to provide challenges for many caseworkers. These measurements are addressed in the following section.

Figure III-C illustrates FY2009 documentation in which reviewers were able to verify a task was completed.

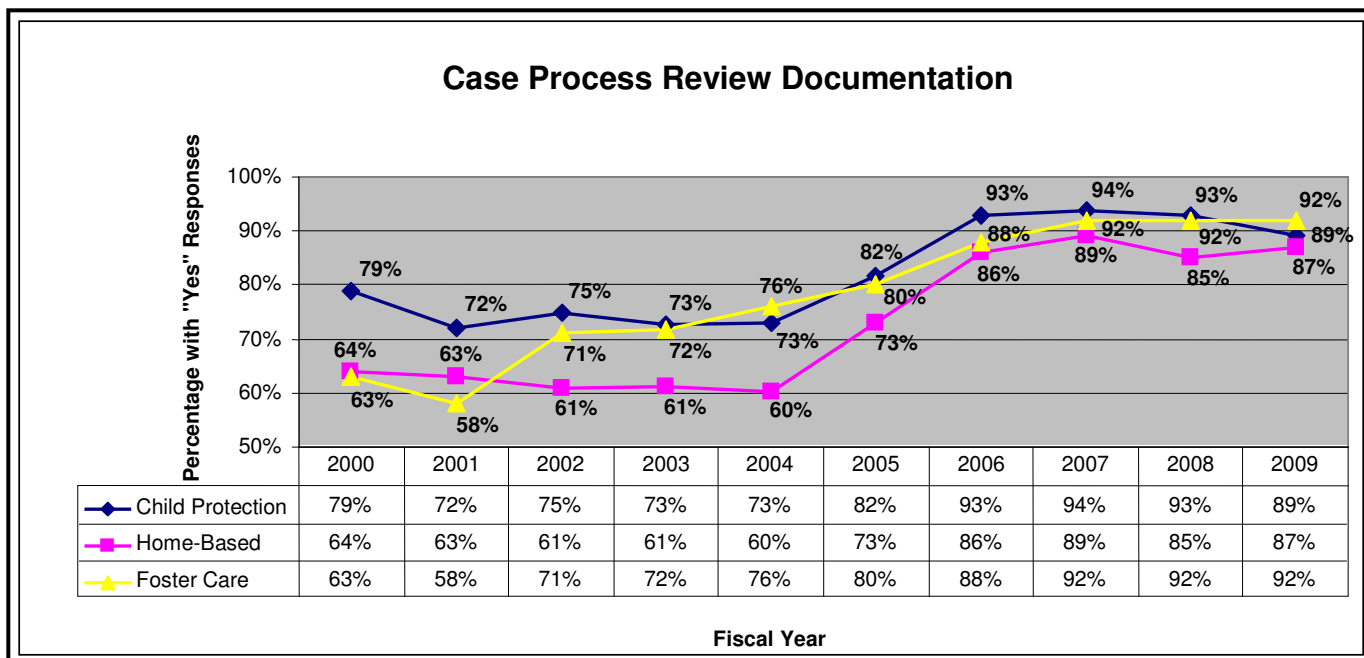


Figure III-C

Analysis of Results Not Meeting Goal

In all program areas there were questions that scored below the goal, but many of these questions often had very few applicable cases. This resulted in statistically unreliable scores. The questions were:

- ❖ CPS.E3 (visiting the child in the shelter placement at least weekly)
- ❖ HB.4 (involvement of stepparent in creation of Child and Family Plan)
- ❖ FC.II2 (follow-up on medical assessments) FC.III2 (educational referrals)
- ❖ FC.IVA3-part 2 (involvement of stepparent in creation of Child and Family Plan)

CPS Cases

CPS.A1 is a question that is tightly reconciled with evidence found in SAFE. Failure to see the child within the priority time period was generally due to extenuating circumstances during FY2009. For example, in one case the worker made effort and saw a sibling to the identified, but nonverbal victims. The face-to-face contact did not receive credit because the sibling was not identified as a potential victim.

Such circumstances occur rarely, but in FY2009 appeared in the sample enough to keep the score below the 90% goal. This generally appears to be a documentation issue in such cases.

CPS.E2 (regarding a visit inside the shelter by midnight of the second day following a child's removal) dropped for the second consecutive year and has now dropped below standard. The most common cause for a "No" response is lack of evidence the worker entered the facility and saw or spoke with the child. Workers often document conversations with the shelter provider, but this is not enough to verify that the worker saw the child.

CPS.E3 seeks evidence the worker continued to visit the child on a weekly basis while placed in shelter. This score dropped from 100% in FY2008 to 75% in FY2009. DCFS used "preliminary placements" instead of a shelter facility more frequently in FY2009, which resulted in only 20 applicable cases for the review period. This caused the score to be statistically unreliable. However, in the cases OSR reviewed, ongoing workers generally are

assigned before the CPS worker would be required to make a weekly visit.

Question CPS.E4 requires a worker to gather information regarding the child essential to their safety and well-being. In addition, the worker is required to provide this information to the shelter provider within 24 hours of placement. This question showed a marked decline from 87% to 66%, well below the goal.

A marked decline in performance means the annual performance dropped 10 percent or more below the standard set forth in the Exit Agreement for each CPR question. If the lower limit of the precision range is greater than 10 percent then “marked decline” will be defined as the lower limit of the precision range. (David C. et al V John Huntsman Jr. et al, Agreement to Terminate the Lawsuit, May 11, 2007, Civil No: 2:93-CV-00206, Attachment A.) For question CPS.E4, the marked decline was due to a lack of required documentation that showed information was provided to the shelter provider.

Reviewers often found evidence of gathering information, but no evidence of providing the pertinent information within 24 hours to the shelter. Alternatively, no evidence existed of how or when information was gathered, but activity logs document information was supplied to a shelter provider.

In FY2008, reviewers randomly sought evidence showing pertinent information was provided to group shelter facilities and discovered less documentation than previously believed. In FY2009, if reviewers could not verify adequate information was provided based on documentation located in SAFE, a copy of the removal form provided to the shelter was requested.

Many of these requests resulted in full credit and validated extra effort to provide as much information as possible to the shelter provider. Unfortunately, many more had no information on the form, no signatures of the shelter

provider, and no dates of placement. These cases, which would have received a yes in the previous year, received no credit in FY2009 based on lack of evidence.

When a worker is attempting to locate a family to complete an investigation, before it can be defined as an ‘Unable to Locate’ case, the worker must accomplish five separate efforts: 1) visit the home at times other than normal working hours, 2) contact the local school district if any child in the family is school age, 3) check with law enforcement agencies, 4) check public assistance records and 5) check with the referent for new information. All Unable to Locate measurements had minor declines in the scores for the second consecutive year. This measure may need immediate attention by DCFS to prevent further decline.

Home-Based/In-Home Services

Question HB.2, regarding the completion of an initial Child and Family Plan, continued to be difficult for DCFS employees. As previously agreed to by all parties, questions on which partial credit is given cannot exceed 25% of the total score for the overall score to be acceptable. Of 49 applicable Home-Based/In-Home cases, 31 received ‘Yes’ answers, with 10.5 receiving partial credit. However, the score met the goal for the first time in FY2009 after having had less than a five-percentage point fluctuation since 2006.

Scores for involving the parent in development of the Child and Family Plan dropped from 92% in FY2007 to 75% in FY2008, then increased to 81% in FY2009. DCFS caseworkers continued to have difficulty documenting evidence of BOTH parents’ involvement in creating the child and family plan. Often a parent’s whereabouts were unknown; or there was a non-custodial parent not living in the home; however, attempts to include these parties should continue to be documented.

Scores on participation in plan development by the target child fell from 100% in FY2007 to

88% in FY2008 and fell further in FY2009 to 79%. DCFS caseworkers often responded inclusion of the child in home-based cases was difficult, as the parents often do not want the children to know of the plans. This is the second year of large decline in score for this question, indicating continued difficulty for caseworkers.

Foster Care

Question FC.IVA3, regarding involvement of parent or guardian in creating the Child and Family Plan, increased from 79% last year to 81% in FY2009. This question continues to score below the goal of 85% with FY2009 coming the closest since FY2007; when administrative pressure pushed the score above 90%.

The definition of ‘stepparent,’ as agreed to by DCFS, is a person married to the biological parent and living in the home to which the child is likely to return. Despite previously reporting struggles finding accurate identities of a stepparent, reviewers continue to find documentation referring to the stepparent as ‘dad’ or ‘mom’. The resulting sample size is extremely small (7) which resulted in a statistically unreliable score. This appears to be a continual documentation issue in foster care cases.

Question FC.II2, regarding follow-up on medical care, experienced a very large decline of 20 percentage points (86% down to 66%) between FY2007 and FY2008. The score decreased further in FY2009 to 63%. Again, this does not meet the definition of marked decline but the Division may want to focus on this area of practice.

OSR staff met with the State Manager of Fostering Healthy Children. After reviewing each case with the Manager, it appears the scoring issues in all health care measurements are due to documentation technique, which is inconsistent throughout the state.

Reviewers also struggle interpreting the nurses’ identification of physician referrals. A “referral”

is often identified in SAFE, but during the field visit with the caseworker, it is discovered that the nurse views the referral as a ‘recommendation’ and follow-through was unnecessary.

Recommendations

FY2009 is the second review of the Visitation Plan in a form separate from the Child and Family Plan. Reviewers discovered caseworkers complete the form with inadequate information. Missing documentation included: 1) how frequently are visits offered; 2) specific individuals allowed to participate in visits; 3) if the plan is not weekly, an explanation-as agreed to by the team; and 4) visitation schedules for each parent and each sibling.

In discussing FC.IVA6, FC.IVA7 (weekly visits between child and parent, and weekly visits between child and siblings), and the Visitation Plan Form with the Practice Improvement Team, the form is adequately designed to provide information required to meet policy and statute. DCFS may explore the possibility of revising the form, or exerting further efforts training workers to accurately complete the form as it now exists.

Reviewers struggle each year to find evidence of involvement of biological parents, or stepparents, in the planning process. A possible contributing factor is the lack of specific or consistent identification of relationships. For example, the same person may be referred to as ‘dad’, ‘step-dad’, and/or ‘paramour’ within a single case record. As part of DCFS’ action plan from FY2008, a change in the SAFE programming was requested which allowed tracking of the ‘parents’ to be divided as ‘mother’ and ‘father’. A continued focus on documentation of all parties and the relationship within the case could increase scores in the future.

Follow-up appointments in medical care, dental care, and mental health need continued focus. The DCFS action plan from FY2008 identified

proctor agencies' failure to follow contract commitments as part of the dilemma. OSR reviewers did not see a difference in documentation during FY2009.

Reviewers were able to identify referrals are sometimes completed before DCFS receives the initial Health Visit Report which identified the need. Thus when the original referral arrives, there is no follow-up (as it has already occurred and been entered as a regular visit). However, according to SAFE documentation, a referral was made and no evidence exists of the follow-up visit. A recommendation was discussed regarding the need to alter the SAFE documentation programming. Another possible approach is to have OSR review the health care questions aside from the CPR. The full scope of this problem may require an intensive workgroup approach to identify possible remedies.

The Ansell Casey Assessment (FC.IVA5) is also a requirement of the Federal Child and Family Review process, due to begin in June 2010. Reviewers found caseworkers willing to arrange to have the assessment completed, but unaware when it became due on the annual basis.

It appears the SAFE system currently notifies the caseworker only of the due date for the initial assessment. This can be remedied by additional programming that will notify the caseworker of the annual due date, based on the finalization date of the previous year.

Validation of CPR

In 1993, a class action was filed on behalf of all foster children and children reported as abused or neglected in the state of Utah. The complaint addressed nearly all aspects of the state's child welfare services and foster care system including:

- ❖ Medical and mental health treatment
- ❖ Investigations of alleged abuse and/or neglect
- ❖ Educational services
- ❖ Case plans for each child in custody

- ❖ Information provided to caretaker
- ❖ Training of caseworkers
- ❖ Visiting and/or monitoring care in foster homes
- ❖ Changes in placement

By 1994 a Settlement Agreement was reached between the parties with the Court's approval. However, by 1998 plaintiffs requested the implementation of the Comprehensive Plan developed by DCFS, the Monitoring Panel and expert consultant of the Child Welfare Policy & Practice Group (CWG). In October of 1999, Judge Tena Campbell issued an order that retained jurisdiction, ordered implementation of the Plan, and appointed the CWG as a court monitor.

As the designated court monitor, CWG assigned personnel to review concurrently a portion of the cases involved in the CPR. This required very high consistency between CPR reviewers and provided oversight ensuring a non-bias review.

The parties finalized an Agreement to Terminate the Lawsuit on May 11, 2007, which was approved by the Court on June 28, 2007. As part of this agreement, DCFS agreed to maintain the current methods of review, including the QCR and the CPR through December 2010.

The Utah Office of Legislative Auditor General (ULAG) provided a concurrent review in place of the Child Welfare Group oversight for FY2009. ULAG found that OSR was "correct 97.5% of the time with no apparent bias in the type of errors the OSR reviewers made." In addition, the concurrent review found OSR provided reliable evaluation of DCFS adherence to policy requirements.

ULAG also found "no evidence of more errors by one reviewer than the other, or that either reviewer missed the same question consistently." Errors made were evenly distributed among the OSR reviewers. OSR reviewers also demonstrated a high level of performance in the internal editing process that occurs prior to official release of CPR data.

ULAG recommended OSR begin internal evaluations regarding processes or questions, which may be revised to better meet the needs of DCFS.

OSR previously compared selected questions from the Federal Child and Family Services Review (FCSR) to those found in current CPR protocol. (See Appendix IV) In response to the recommendation from ULAG, OSR has begun the process of creating and testing possible alternative questions scheduled beyond December 2010.

It is the intent of OSR to have the Case Process Review more fully reflect current DCFS policy guidelines, as well as the federal requirements set forth in the CFSR. In doing so, OSR will continue to provide unbiased and accurate reporting of the practices of DCFS.

A complete breakdown of the FY2009 CPR with a comparative review of results for the past five years is located in Appendix I.

Additional OSR Activities

Qualitative Case Review for the Division of Juvenile Justice Services

This year OSR began doing qualitative case reviews on the cases of youth in the custody of the Division of Juvenile Justice Services (DJJS). In early 2008, DJJS approached OSR about helping them create a qualitative review tool and implement the process. OSR acted as consultants as DJJS adapted the existing DCFS protocol to meet the needs of DJJS. A committee consisting primarily of DJJS staff from across the state reviewed the protocol as it was being created and offered suggestions on how DJJS could most effectively measure how well they are delivering services to children and families and the resultant outcomes of their service delivery. DJJS administration wanted to gather information about what was working well and what could be improved so they would know where to direct training time and scarce resources.

In January, four cases from the Orem office were reviewed. Seventeen cases from the rural area of DJJS were reviewed in June, for a total of 21 cases. OSR staff members were lead reviewers on 17 of these cases, meaning they were responsible for interviewing all of the key parties to the case, rating the case, and writing a report of the findings on the case.

The reviews revealed that DJJS is doing an excellent job in many areas, particularly the area of procedural justice. Areas where there were opportunities for improvement included collaboration with providers and key parties to the case and discharge planning. Improving practice in these two areas is expected to result in shorter lengths of time in care for youth and decreased recidivism.

Special Study for DCFS

In anticipation of the Federal Child and Family Services Review (CFSR), scheduled in 2010, the Office of Services Review provided a special study for DCFS. This study focused on the visitation questions located on the CFSR. Of interest was whether Utah's caseworkers are currently meeting the federal requirements. If they were not, what changes could be implemented to better serve DCFS clients and increase scores on the federal review.

Reviewers selected random cases from various offices within each of the five regions. A total of 101 home-based cases and 130 foster care cases were examined. Home visits generally score well on the current Case Process Review format; however, the CFSR places higher expectations on the worker.

For example, in a home-based case, Utah's caseworkers are currently required to make at least one visit to the family's home each month. OSR does not monitor who the worker speaks with during the visit or the content of the conversation. The CFSR expects better documentation of monitoring the home environment, speaking with the children outside

the presence of their caretaker, and making face-to-face contact with each of the parents.

In a foster care case, Utah's CPR does not explore face-to-face contact with the parents of the target child. The CFSR expects face-to-face contact with each parent at least once a month. The CFSR also seeks evidence of concerted efforts to locate missing parents, something the CPR does not currently review.

At the time of this project, reviewers found Utah's caseworkers could fall short of the federal expectations. The study showed workers for home-based cases *did not* have a documented private conversation, or did not document alone time with the child, in nearly 70% of the cases reviewed.

In foster care cases, a high percentage of children receive private conversations with their worker, as shown in the visitation scores on the current CPR. However, documented face-to-face conversations with the parents involved in the foster care cases occurred less than 35% of the time. Mothers had documented evidence 34% of the time, while fathers had face-to-face contact documented 28% of the time. The majority of these contacts occurred during a Child and Family meeting and not at the parents' residence.

The recommendations resulting from this project were to increase the interaction with *children* in Home-based cases, while increasing interaction with the *parents* in foster care cases. OSR intends to encourage DCFS workers by transitioning CFSR questions into the Case Process Review after December 2010. DCFS is in the process of training personnel of the higher expectations and encouraging workers to reach for these higher goals.

Appendix I

Case Process Review Data Tables

Table I. General CPS

Type & Tool #	Question	Sample	Yes	Partial Credit	Partial No Credit	No	EC	NA	GOAL	FY 2009	> 25% Partial?	2008	2007	2006	2005	Precision range
General CPS																
CPS.A1	Did the investigating worker see the child within the priority time frame?	134	117	0	0	10	7	0	90%	87% ¹		93%	90%	87%	83%	4.7%
CPS.A2	If the child remained at home, did the worker initiate services within 30 days of the referral?	61	58	0	0	3	0	112	90%	95%		97%	98%	94%	76%	4.6%
CPS.A3	Was the investigation completed within 30 days of CPS receiving the report from intake or within the extension time frame granted if the Regional Director granted an extension?	134	118	12	1	3	0	0	90%	95%		94%	96%	94%	84%	2.4%
CPS.B1	Did the worker conduct the interview with the child outside the presence of the alleged perpetrator?	98	94	0	0	1	3	36	90%	96%		97%	92%	94%	97%	3.3%
CPS.B2	Did the worker interview the child's natural parent(s) or other guardian when their whereabouts are known?	133	121	0	11	0	1	1	90%	91%		95%	91%	88%	77%	4.1%
CPS.B3	Did the worker interview third parties who have had direct contact with the child, where possible and appropriate?	127	115	0	0	11	1	7	90%	91%		95%	95%	97%	82%	4.3%
CPS.B4	Did the CPS worker make an unscheduled home visit?	97	89	0	0	5	3	83	90%	92%		90%	91%	99%	73%	4.6%
CPS.C1	If this is a Priority I case involving trauma caused from severe maltreatment, severe physical injury, recent sexual abuse, fetal addiction, or any exposure to a hazardous environment was a medical examination of the child obtained no later than 24 hours after the report was received?	0	0	0	0	0	0	0	90%	N/A		N/A	N/A	86%	100%	Universe
CPS.C2	If this case involves an allegation of medical neglect, did the worker obtain a medical neglect assessment from a health care provider prior to case closure?	14	13	0	0	1	0	2	90%	93%		88%	96%	81%	74%	Universe
CPS.D1	Were the case findings of the report based on the facts/information obtained/available during the investigation?	134	131	0	0	3	0	0	85%	98%		94%	98%	99%	94%	2.1%
CPS.E1	Was the child placed in a shelter placement?		111			50										
CPS.E2	Did the worker visit the child in the shelter placement by midnight of the second day after removal?	107	83	0	4	18	2	54	85%	78%		87%	94%	87%	59%	Universe
CPS.E3	After the first 48 hours, did the worker visit the child in the shelter placement at least weekly, until the CPS case closure or until transferred to a foster care caseworker?	19	14	0	2	3	0	142	85%	74%		100%	67%	80%	38%	Universe
CPS.E4	Within 24 hours of the child's placement in shelter care, did the worker make reasonable efforts to gather information essential to the child's safety and well-being and was this information given to the shelter care provider?	110	73	0	16	20	1	51	85%	66% ²		87%	93%	86%	83%	Universe
CPS.E5	During the CPS investigation, were reasonable efforts made to locate possible kinship placements?	108	105	0	0	3	0	53	85%	97%		98%	100%	98%	95%	Universe

¹A confidence rate of 90% was used during the FY2009 review. Given the sample sizes and variables for each question, the reader may be confident the true performance rate falls between the +/- range for the precision rate on each question. EG.-on question CPS.A1, the FY2009 score is 87% and the precision range is 4.7%. Given such statistics, OSR is 90% confident the true performance rate exists between 82.3% and 91.7% for question CPS.A1.

²Score is indicative of more thorough review by OSR and may not reflect a change in DCFS practice. See page 18 within body of report.

Green = meets or exceeds goal Yellow = within 10% of reaching goal Red = more than 10% below goal

Table II. Unable to Locate, Unaccepted, Home-Based

Type & Tool #	Question	Sample	Yes	Partial Credit	Partial No Credit	No	EC-na	EC	NA	GOAL	FY 2009	> 25% Partial?	2008	2007	2006	2005	Precision range
Unable to Locate Cases																	
Unable 1	Did the worker visit the home at times other than normal working hours?	32	28		2	2		0	54	85%	88%		89%	96%	83%	68%	Universe
Unable 2	If any child in the family was school age, did the worker check with local schools or the local school district for contact/location information about the family?	32	28			4		0	54	85%	88%		90%	93%	79%	88%	Universe
Unable 3	Did the worker check with law enforcement agencies to obtain contact/location information about the family?	63	51			12		0	23	85%	81%		91%	96%	87%	81%	Universe
Unable 4	Did the worker check public assistance records for contact/location information regarding the family?	64	53			11		0	22	85%	83%		87%	98%	98%	83%	Universe
Unable 5	Did the worker check with the referent for new information regarding the family?	64	51			10		3	22	85%	80%		91%	93%	85%	66%	Universe
Unaccepted Referrals																	
Unacc.1	Was the nature of the referral documented?	132	132			0				85%	100%		100%	100%	99%	99%	0.0%
Unacc.2	Did the intake worker staff the referral with the supervisor or other intake/CPS worker to determine non-acceptance of the report?	132	131			1				85%	99%		99%	100%	100%	99%	1.2%
Unacc.3	Does the documentation adequately support the decision not to accept the referral?	132	130			2				85%	98%		99%	99%	98%	89%	1.7%
Home-Based Services																	
HB.1	Is there a current child and family plan in the file?	116	92	10.5	8	2		0	0	85%	88%		86%	89%	89%	54%	4.9%
HB.2	Was an initial child and family plan completed for the family within 45 days of case start date?	49	31	10.5	4	0		0	67	85%	85% ¹	>25%	78%	79%	82%	51%	8.5%
HB.3	<i>(This question has been dropped by court order)</i>																
HB.4	Were the following members involved in the development of the current child and family plan?																
	the natural parent(s)/guardian	94	76	0	14	4		0	22	85%	81%		75%	92%	80%	64%	6.7%
	the stepparent (if appropriate)	14	12	0	0	2		0	102	85%	86%		81%	93%	67%	50%	15.4%
	the target child(ren) (age 12 and older)	33	26	0	1	6		0	83	85%	79%		88%	100%	65%	53%	11.7%
	Performance rate for all three sub-questions										81%		79%				
HB.5	<i>(This question has been dropped by court order)</i>																
HB.6	<i>(State QI committee and OSR agreed to suspend this question for FY2009)</i>																
HB.7	Did the worker make at least one home visit each month of this review period?																
	Month one	101	92	0	0	5		4	15	85%	91%		91%	90%	86%	88%	4.7%
	Month two	114	100	0	0	9		5	2	85%	88%		88%	87%	90%	86%	5.1%
	month three	97	89	0	0	5		3	19	85%	92%		85%	90%	88%	89%	4.6%
	Performance rate for three months										90%		88%				
HB.8	<i>(This question has been dropped by court order)</i>																

¹Score reflects more than 25% achieved through partial credit. See page 19 within body of report.

Green = meets or exceeds goal Yellow = within 10% of reaching goal Red = more than 10% below goal

Table III. Foster Care Placement and Support

Type & Tool #	Question	Sample	Yes	Partial Credit	Partial No Credit	No	EC-na	EC	NA	GOAL	FY 2009	>25% Partials?	2008	2007	2006	2005	Precision range
Foster Care Placement and Support																	
FC.IA1	Did the child experience an initial placement or placement change during this review period?		59			75											
FC.IA2	Following the shelter hearing, were reasonable efforts made to locate kinship placements?	30	30	0	0	0		0	104	85%	100%		100%	100%	95%	81%	0.0%
FC.IA3	Were the child's special needs or circumstances taken into consideration in the placement decision?	58	58	0	0	0		0	76	85%	100%		100%	100%	96%	93%	0.0%
FC.IA4	Was proximity to the child's home/parents taken into consideration in the placement decision?	45	45	0	0	0		0	89	85%	100%		100%	100%	100%	96%	0.0%
FC.IA5	Before the new placement was made, was basic available information essential to the child's safety and welfare and the safety and welfare of other children in the home given to the out-of-home care provider?	56	49	0	0	7		0	78	85%	88%		84%	85%	75%	69%	7.3%
FC.IB1	Did the worker contact the out-of-home caregiver at least once during each month of this review period to check on the needs and progress of the child?																
	Month one	101	98	0	0	2		1	33	85%	97%		98%	96%	96%	95%	2.8%
	Month two	110	103	0	0	7		0	24	85%	94%		94%	97%	89%	91%	3.8%
	Month three	112	110	0	0	1		1	22	85%	98%		95%	96%	88%	90%	2.1%
	Month four	113	112	0	0	1		0	21	85%	99%		96%	97%	92%	91%	1.4%
	Month five	115	111	0	0	4		0	19	85%	97%		96%	97%	94%	92%	2.8%
	Month six	111	103	0	0	8		0	23	85%	93%		94%	93%	94%	94%	4.0%
	Performance rate for six months										96%		96%				
FC.IB2	Did the worker visit the child in his/her out-of-home placement at least once during each month of this review period?																
	Month one	100	90	0	0	9		1	34	85%	90%		93%	91%	88%	91%	4.9%
	Month two	110	101	0	0	9		0	24	85%	92%		88%	88%	85%	89%	4.3%
	Month three	113	103	0	0	8		2	21	85%	91%		90%	91%	90%	90%	4.4%
	Month four	114	107	0	0	7		0	20	85%	94%		92%	93%	91%	91%	3.7%
	Month five	116	105	0	0	11		0	18	85%	91%		95%	92%	93%	91%	4.5%
	Month six	112	102	0	0	10		0	22	85%	91%		86%	90%	91%	91%	4.4%
	Performance rate for six months										91%		91%				
FC.IB3	Did the worker visit the child at least once during each month of this review period?																
	Month one	105	100	0	0	4		1	29	85%	95%		98%	95%	95%	95%	3.4%
	Month two	115	111	0	0	4		0	19	85%	97%		93%	97%	93%	92%	2.8%
	Month three	118	110	0	0	6		2	16	85%	93%		96%	95%	92%	94%	3.8%
	Month four	118	116	0	0	2		0	16	85%	98%		96%	96%	96%	95%	2.0%
	Month five	123	116	0	0	7		0	11	85%	94%		96%	96%	97%	97%	3.4%
	Month six	116	110	0	0	6		0	18	85%	95%		90%	91%	95%	95%	3.4%
	Performance rate for six months										95%		95%				
FC.IB4	Did the caseworker visit privately with the child?																
	Month one	81	66	0	0	15		0	53	85%	81%		92%	84%	89%	68%	7.1%
	Month two	90	82	0	0	8		0	44	85%	91%		90%	87%	89%	63%	4.9%
	Month three	87	77	0	0	10		0	47	85%	89%		89%	89%	96%	69%	5.6%
	Month four	89	83	0	0	6		0	45	85%	93%		95%	85%	93%	70%	4.4%
	Month five	87	77	0	0	10		0	47	85%	89%		95%	90%	95%	77%	5.6%
	Month six	84	76	0	0	8		0	50	85%	90%		89%	85%	93%	71%	5.3%
	Performance rate for six months										89%		91%				

Green = meets or exceeds goal Yellow = within 10% of reaching goal Red = more than 10% below goal

Table IV. Foster Care Health and Education

Type & Tool #	Question	Sample	Yes	Partial Credit	Partial No Credit	No	EC-na	EC	NA	GOAL	FY 2009	No more than 25% Partial?	2008	2007	2006	2005	Precision range
Foster Care Health and Education																	
FC.II1	Was an initial or annual comprehensive health assessment conducted on time?	134	116	2	15	1		0	0	85%	88%		89%	94%	85%	86%	4.6%
FC.II2	If a need for further evaluation or treatment was indicated in the most current initial or annual health assessment, was that evaluation or treatment initiated as recommended by the primary care providers?	27	17	0	5	5		0	107	85%	63%		66%	86%	67%	58%	15.3%
FC.II3	Was an initial or annual mental health assessment conducted on time?	133	122	2	7	2		0	1	85%	93%		95%	91%	67%	66%	3.6%
FC.II4	If a need for mental health services was indicated in the most current initial or annual mental health assessment, were those services initiated within 30 days of receipt of the evaluator's consultation form, unless within 30 days of receipt of the evaluation recommendation the family team concluded that specified services were inappropriate for the child at that time?	69	64	1	3	1		0	65	85%	94%		90%	93%	81%	73%	4.6%
FC.II5	Was an initial or annual dental assessment conducted on time?	105	93	0	9	3		0	29	85%	89%		92%	93%	71%	80%	5.1%
FC.II6	If need for further dental care treatment was indicated in the initial or annual dental exam was that treatment initiated as recommended by the primary care providers?	36	31	0	1	4		0	98	85%	86%		92%	84%	80%	78%	9.5%
FC.III1	Is the child school aged?		83			51											
FC.III2	If there was reason to suspect the child may have an educational disability, was the child referred for assessments for specialized services?	11	9	0	0	2		0	123	85%	82%		73%	94%	89%	79%	19.1%

Green = meets or exceeds goal Yellow = within 10% of reaching goal Red = more than 10% below goal

Table V. Foster Care Service Planning

Type & Tool #	Question	Sample	Yes	Partial Credit	Partial No Credit	No	EC-na	EC	NA	GOAL	FY 2009	No more than 25% Partials?	2008	2007	2006	2005	Precision range
Foster Care Service Planning																	
FC.IVA1	Is there a current child and family plan in the file?	134	113	12	7	2		0	0	85%	91%		87%	88%	86%	46%	3.6%
FC.IVA2	If the child and family plan which was current at the end of the review period was the child's initial child and family plan, was it completed no later than 45 days after a child's removal from home?	38	27	10	1	0		0	96	85%	91% ¹	>25%	83%	84%	76%	63%	4.3%
FC.IVA3	Were the following team members involved in creating the current child and family plan?																
	the natural parent(s)/guardian?	83	67	0	11	5		0	51	85%	81%		79%	91%	70%	66%	7.1%
	the stepparent (if appropriate)	7	4	0	0	3		0	127	85%	57%		70%	76%	55%	50%	30.8%
	the child? (age 12 and older)	53	47	0	0	6		0	81	85%	89%		92%	97%	83%	59%	7.2%
	Performance rate for all three sub-questions										83%		82%				
FC.IVA4	(This question has been dropped by court order)																
FC.IVA5 (test question)	In order to create an individualized TAL plan, was an initial or annual Ansell Casey Life Skills Assessment (ACLSA) completed?	39	14	12.75	0	8	0	0	95	85%	69%		46%	n/a	n/a	n/a	N/A
FC.IVA5	(State QI committee and OSR agreed to suspend this question for this year)									85%							
FC.IVA6	Was the child provided the opportunity to visit with his/her parent(s) weekly?	70	62	0	4	4		0	64	85%	89%		83%	85%	83%	66%	6.3%
FC.IVA7	Was the child provided the opportunity for visitation with his/her sibling(s) weekly?	39	28	0	3	8		0	95	85%	72%		79%	82%	72%	46%	11.9%

¹Score reflects more than 25% achieved through partial credit. See page 19 within body of report.

Green = meets or exceeds goal Yellow = within 10% of reaching goal Red = more than 10% below goal

Appendix II

Qualitative Case Review System Performance Indicators and Trends

Child & Family Team/Coordination	Baseline FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	22%	50%	67%	75%	75%	79%	75%	74%	65%	79%
Northern Region	44%	29%	42%	42%	67%	75%	71%	83%	83%	88%
Salt Lake Valley Region	37%	29%	35%	54%	78%	80%	75%	87%	71%	73%
Southwest Region	53%	71%	67%	92%	96%	100%	92%	83%	79%	92%
Western Region	36%	30%	38%	54%	83%	73%	75%	79%	91%	67%
Overall Score	39%	39%	45%	61%	79%	81%	77%	83%	76%	78%

Child & Family Participation	Baseline FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	56%	75%	79%	83%	83%	79%	92%	83%	74%	96%
Northern Region	56%	42%	67%	50%	88%	96%	96%	92%	83%	96%
Salt Lake Valley Region	64%	50%	44%	62%	78%	80%	80%	97%	94%	91%
Southwest Region	53%	75%	75%	83%	96%	96%	82%	92%	92%	88%
Western Region	59%	67%	67%	67%	75.0%	82%	83.0%	96%	91%	92%
Overall Score	57%	56%	60%	67%	82%	85%	81%	93%	89%	92%

Child & Family Assessment	Baseline FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	11%	67%	54%	58%	38%	63%	50%	65%	57%	75%
Northern Region	11%	42%	54%	42%	54%	67%	67	79%	70%	79%
Salt Lake Valley Region	27%	37%	33%	54%	71%	52%	69%	79%	67%	78%
Southwest Region	37%	54%	42%	63%	83%	88%	71%	61%	75%	75%
Western Region	27%	30%	46%	42%	63%	68%	54%	75%	70%	75%
Overall Score	27%	44%	42%	52%	64%	63%	62%	74%	67%	77%

Long-term View	Baseline FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	0%	50%	25%	50%	50%	63%	54%	65%	65%	88%
Northern Region	0%	29%	42%	25%	58%	71%	75%	92%	83%	83%
Salt Lake Valley Region	33%	37%	32%	41%	70%	54%	56%	73%	64%	78%
Southwest Region	26%	38%	38%	54%	88%	92%	83%	65%	75%	88%
Western Region	9%	26%	26%	50%	50%	68%	54%	71%	65%	54%
Overall Score	21%	36%	32%	43%	65%	65%	63%	73%	69%	78%

Child & Family Planning Process	Baseline FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	0%	63%	67%	58%	71%	71%	83%	83%	87%	83%
Northern Region	11%	46%	46%	46%	63%	79%	83%	88%	87%	88%
Salt Lake Valley Region	48%	31%	49%	60%	75%	72%	68%	93%	71%	72%
Southwest Region	32%	58%	54%	79%	83%	96%	92%	83%	88%	83%
Western Region	27%	35%	54%	67%	63%	68%	67%	83%	74%	75%
Overall Score	33%	42%	52%	62%	72%	76%	75%	88%	78%	78%

Plan Implementation	Baseline FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	44%	71%	75%	79%	79%	92%	92%	100%	96%	100%
Northern Region	56%	67%	67%	71%	71%	83%	88%	96%	87%	92%
Salt Lake Valley Region	70%	68%	57%	71%	87%	86%	79%	89%	88%	97%
Southwest Region	53%	75%	83%	92%	96%	100%	88%	83%	79%	100%
Western Region	46%	61%	71%	83%	79%	91%	92%	92%	96%	92%
Overall Score	54%	68%	67%	77%	84%	89%	86%	91%	89%	96%

Formal/Informal Supports	Baseline FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	78%	88%	92%	83%	79%	88%	96%	96%	96%	100%
Northern Region	89%	79%	79%	75%	79%	96%	92%	100%	100%	96%
Salt Lake Valley Region	87%	77%	74%	83%	94%	94%	80%	93%	84%	94%
Southwest Region	74%	88%	83%	92%	92%	100%	100%	91%	88%	100%
Western Region	73%	74%	79%	92%	79%	86%	92%	92%	100%	88%
Overall Score	80%	80%	79%	84%	87%	93%	89%	94%	91%	95%

Successful Transitions	Baseline FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	33%	71%	61%	58%	83%	65%	81%	85%	65%	82%
Northern Region	11%	50%	63%	63%	73%	83%	82%	83%	91%	86%
Salt Lake Valley Region	69%	53%	49%	64%	81%	68%	70%	82%	78%	81%
Southwest Region	37%	58%	70%	83%	88%	100%	96%	74%	83%	86%
Western Region	41%	41%	52%	64%	70%	71%	74%	67%	74%	74%
Overall Score	44%	54%	56%	66%	79%	75%	78%	79%	78%	81%

Effective Results	Baseline FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	67%	75%	83%	79%	83%	88%	100%	87%	78%	100%
Northern Region	33%	63%	67%	75%	71%	96%	92%	100%	87%	88%
Salt Lake Valley Region	73%	65%	67%	73%	88%	82%	82%	89%	87%	85%
Southwest Region	47%	75%	71%	83%	96%	100%	96%	83%	75%	92%
Western Region	50%	57%	75%	83%	71%	86%	75%	92%	83%	83%
Overall Score	58%	66%	71%	77%	84%	88%	87%	90%	83%	88%

Tracking & Adaptation	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	56%	75%	79%	83%	71%	88%	88%	78%	78%	88%
Northern Region	56%	54%	58%	67%	71%	88%	83%	96%	78%	88%
Salt Lake Valley Region	69%	54%	57%	57%	83%	78%	75%	87%	88%	91%
Southwest Region	47%	75%	79%	96%	96%	100%	92%	74%	88%	88%
Western Region	36%	44%	50%	63%	83%	77%	79%	79%	100%	88%
Overall Score	55%	59%	63%	69%	81%	84%	81%	84%	87%	89%

Caregiver Support	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	NA	93%	100%	90%	100%	100%	100%	94%	93%	100%
Northern Region	NA	92%	92%	94%	92%	92%	92%	100%	93%	86%
Salt Lake Valley Region	NA	88%	91%	98%	98%	92%	94%	98%	100%	98%
Southwest Region	NA	100%	90%	86%	100%	100%	100%	100%	100%	100%
Western Region	NA	94%	93%	100%	92%	100%	94%	93%	100%	94%
Overall Score	NA	92%	93%	95%	97%	95%	95%	97%	98%	96%

Appendix III

Qualitative Case Review

Child & Family Status Indicators and Trends

Safety	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	78%	92%	96%	96%	100%	96%	100%	96%	100%	100%
Northern Region	89%	83%	100%	100%	100%	96%	96%	100%	96%	83%
Salt Lake Valley Region	87%	91%	94%	97%	94%	89%	94%	97%	91%	94%
Southwest Region	90%	83%	88%	96%	100%	100%	96%	91%	92%	96%
Western Region	59%	83%	100%	96%	96%	88%	92%	96%	91%	83%
Overall Score	80%	88%	95%	97%	97%	92%	95%	96%	93%	92%

Stability	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	78%	83%	79%	67%	75%	96%	83%	87%	83%	79%
Northern Region	78%	83%	79%	79%	75%	92%	79%	83%	70%	92%
Salt Lake Valley Region	69%	77%	72%	73%	83%	56%	61%	67%	59%	73%
Southwest Region	58%	71%	75%	83%	92%	92%	79%	65%	71%	71%
Western Region	73%	65%	63%	71%	71%	86%	75%	79%	65%	63%
Overall Score	69%	76%	73%	74%	80%	73%	71%	74%	67%	75%

Appropriateness of Placement	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	88%	83%	92%	100%	100%	92%	92%	96%	100%	100%
Northern Region	89%	92%	96%	100%	96%	96%	100%	100%	96%	96%
Salt Lake Valley Region	91%	96%	90%	96%	99%	96%	94%	97%	94%	96%
Southwest Region	84%	96%	100%	96%	100%	100%	100%	91%	88%	100%
Western Region	86%	96%	96%	92%	92%	100%	92%	100%	87%	88%
Overall Score	88%	93%	93%	96%	98%	96%	95%	97%	93%	96%

Prospect for Permanence	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	78%	58%	71%	58%	63%	75%	63%	61%	65%	88%
Northern Region	33%	71%	71%	42%	67%	71%	71%	88%	74%	88%
Salt Lake Valley Region	64%	75%	60%	61%	77%	52%	59%	70%	54%	76%
Southwest Region	53%	79%	58%	75%	92%	88%	79%	61%	71%	67%
Western Region	64%	50%	58%	58%	58%	73%	58%	83%	61%	54%
Overall Score	60%	69%	63%	60%	73%	66%	64%	72%	62%	75%

Health/Physical Well-being	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	100%	100%	96%	96%	100%	100%	100%	100%	100%	100%
Northern Region	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Salt Lake Valley Region	98%	99%	96%	99%	99%	93%	100%	99%	100%	100%
Southwest Region	100%	100%	100%	100%	100%	100%	96%	100%	100%	100%
Western Region	86%	96%	100%	96%	96%	100%	100%	100%	100%	96%
Overall Score	96%	98%	98%	98%	99%	97%	99%	99%	100%	99%

Emotional/Behavioral Well-being	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	78%	75%	79%	83%	92%	88%	100%	96%	87%	100%
Northern Region	78%	63%	88%	88%	79%	75%	92%	92%	91%	96%
Salt Lake Valley Region	76%	90%	75%	81%	87%	86%	83%	66%	81%	85%
Southwest Region	68%	67%	75%	92%	96%	92%	100%	87%	83%	96%
Western Region	64%	61%	88%	67%	88%	86%	92%	92%	87%	91%
Overall Score	72%	76%	79%	79%	87%	98%	89%	91%	85%	91%

Learning Progress	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	67%	83%	88%	83%	88%	83%	88%	91%	91%	92%
Northern Region	67%	92%	79%	79%	75%	83%	92%	92%	91%	83%
Salt Lake Valley Region	88%	88%	79%	75%	88%	90%	85%	91%	80%	82%
Southwest Region	84%	92%	92%	88%	100%	96%	100%	100%	96%	92%
Western Region	77%	91%	96%	71%	83%	77%	92%	79%	83%	83%
Overall Score	81%	89%	84%	78%	87%	87%	89%	91%	86%	85%

Caregiver Functioning	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	100%	93%	100%	100%	100%	100%	100%	94%	100%	100%
Northern Region	100%	100%	92%	88%	100%	100%	100%	100%	100%	100%
Salt Lake Valley Region	100%	95%	96%	100%	100%	98%	98%	98%	100%	100%
Southwest Region	90%	100%	91%	100%	100%	100%	100%	91%	100%	100%
Western Region	46%	88%	93%	94%	93%	92%	94%	100%	100%	94%
Overall Score	95%	95%	95%	98%	99%	98%	98%	97%	100%	99%

Family Resourcefulness	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	0%	56%	67%	50%	77%	82%	69%	77%	83%	69%
Northern Region	43%	53%	72%	44%	56%	77%	71%	82%	80%	73%
Salt Lake Valley Region	60%	75%	57%	51%	86%	58%	55%	69%	71%	75%
Southwest Region	63%	36%	72%	73%	78%	94%	57%	75%	50%	86%
Western Region	32%	36%	75%	47%	53%	85%	58%	71%	54%	67%
Overall Score	51%	59%	66%	53%	73%	74%	60%	74%	68%	74%

Satisfaction	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Eastern Region	78%	96%	96%	96%	92%	88%	88%	78%	87%	96%
Northern Region	43%	92%	88%	75%	92%	100%	96%	92%	96%	83%
Salt Lake Valley Region	86%	81%	85%	81%	91%	80%	89%	93%	94%	99%
Southwest Region	84%	96%	96%	100%	96%	100%	96%	100%	83%	92%
Western Region	96%	91%	88%	88%	79%	96%	88%	88%	96%	87%
Overall Score	84%	88%	89%	86%	90%	89%	90%	91%	92%	93%